



**Federal Aviation
Administration**

INFORMATION SERVICES

Federal Aviation Administration

Fiscal Year 2006 Business Plan

2006 AIO Business Plan

TABLE OF CONTENTS

Increased Safety	1
Safety Risk Management	1
Introduce SRM Processes	1
International Leadership	2
Bilateral Agreements (Products and Services)	2
Cyber-security MOC	2
Organizational Excellence	2
Employee Attitude Survey	3
Conflict Management	3
EAS Action Plan	3
Cost Control Program	3
Cost Control Program	3
Expand the Data Management Program	4
Acquisition Cost	5
Improve Acquisition Processes	5
Improve Business Cases for Major IT Systems and Track their Performance	5
Information Security	6
Cyber-Security Plan	7
Enhanced Productivity of FAA's Business Functions	8
Mission Critical Positions	8
Human Capital Planning	8
Technical Workforce Staffing-Training Plan	9
Develop IT metrics	9
IT as a Strategic Enabler	9
'Green' on E-Gov	9
Develop Enterprise Architecture	9
Communicate E-Government Requirements	10

2006 AIO Business Plan

The Federal Aviation Administration (FAA) is responsible for providing a safe and efficient national aviation system. Within the FAA, the Assistant Administrator for Information Services and Chief Information Officer (AIO) has the primary responsibility to formulate agency information technology (IT) policy and strategy, to protect agency IT assets from cyber-attacks, to ensure alignment between IT investment and agency business needs, and to improve agency IT processes.

Information is critical to the operation and mission of the FAA. IT drives the creation, processing, and delivery of that information in every major agency business process. Agency spending on IT accounts for approximately \$2.5 billion annually, the largest cost item after salaries and benefits. The FAA Flight Plan recognizes both the cost and criticality of IT in the Increased Safety, International Leadership and Organizational Excellence Goals.

Developed in concert with the agency's Chief Information Officer (CIO) Council and Information Systems Security Managers (ISSMs), AIO's fiscal year (FY) 06 Business Plan directly supports these agency goals. AIO will work with the Council and ISSMs throughout FY 06 to meet these targets as budgets become final. The objectives, initiatives, and performance targets identified herein, which are to be accomplished by September 30, 2006 unless otherwise noted, reflect not only those of AIO, but also include many IT efforts planned by the various lines of business (LOBs) and staff offices (SOs). It is the combination of actions taken by all LOBs and SOs to improve IT cost and performance that enables increased safety, organizational excellence, and international leadership.

Increased Safety

Safety is the FAA's primary mission. It is a responsibility we have to the people of America, and our continued dedication to keeping the skies safe is also the single most important commitment we can make to help revive an economically troubled industry.

A more detailed description of the supporting initiatives, activities and activity targets follows.

Flight Plan Performance Target:

Safety Risk Management

By FY 2010, apply Safety Risk

Management to at least 22 significant changes in the NAS. FY06 Target: 3 significant changes.

Strategic Initiative: Introduce SRM Processes

Implement SRM processes FAA-wide to assess safety risk and to monitor effectiveness of safety risk-mitigation strategies.

Strategic Activity: Improve NAS safety processes

Provide additional aeronautical and "as adapted" data sources via the NASE portal.

Targets:

Provide international aeronautical data for Oceanic and other NAS programs, and ERAM "as-adapted" data via NASE by July 31, 2006.

Strategic Activity: FAA Enterprise Class Web Services Registry

Provide an FAA enterprise class web services registry.

Targets:

Enable the prototype operation of the FAA's UDDI at the NASE AVN site by November 30, 2005.

Strategic Activity: Analyze costs for current use of Jeppesen Data

Conduct a cost benefit analysis of the current FAA use of Jeppesen data.

Targets:

Provide a report and recommendation on the continued use of Jeppesen by March 31, 2006.

Strategic Activity: Improvements to NAS Data

Modernize the way NAS programs acquire, filter, transform and distribute source aeronautical data and "as adapted" data.

Targets:

Activity Target 1: Establish NASE as the primary source for FAA aeronautical and "as adapted" data by January 31, 2006.

Activity Target 2: Design, develop and deploy two software releases to NASE by August 31, 2006.

Strategic Activity: Strengthen AMS Adaptation Requirements

Fulfill adaptation requirements in new acquisitions by enabling the distribution of "as adapted" and aeronautical data in a standardized format.

Targets:

In the AMS, designate the NASE as the FAA's source for acquiring aeronautical and "as-adapted" data by August 31, 2006.

International Leadership

The FAA's drive for excellence requires that it broaden its international network of partnerships with civil aviation authorities around the world to promote and enhance safety.

A more detailed description of the supporting initiatives, activities and activity targets follows.

Flight Plan Performance Target:

Bilateral Agreements (Products and Services)

Conclude at least eight (new or expanded) bilateral safety agreements that will facilitate an increase in the ability to exchange aviation products and services by FY 2010. FY06 Target: 2.

Core Business Function: Cyber-security MOC

Establish memoranda of cooperation on cyber-security with other civil aviation

authorities.

Core Business Activity: Cyber-security MOC with an FAA International Partner

Establish memorandum of cooperation on cyber-security with an air traffic management organization in concert with FAA's AIA international plans.

Targets:

Append an existing memorandum of cooperation with a major international air traffic management authority, in concert with AIA international plans, to share cyber-security technical and operational data, techniques, tactics, and procedures, and to work cooperatively towards better business practices.

Organizational Excellence

The FAA's drive for excellence requires that IT be delivered securely and cost effectively while meeting the agency's diverse business requirements. The Office of the CIO (AIO) has the lead for the following Flight Plan performance target supporting the goal of Organizational Excellence:

-- Zero cyber security events that disable or significantly degrade FAA service

In addition to supporting several other Flight Plan performance targets, AIO identified its core business function under the agency's Organizational Excellence goal to make IT a strategic enabler for the agency, providing secure and efficient capability to store and exchange the agency's critical information, and maintaining 'green' on E-Government initiatives in the President's Management Agenda scorecard. The core business measure will require the development of agency-wide metrics that track contribution to business value as well as IT unit costs, and maintaining 'green' on the E-Government initiatives of the President's Management Agenda.

A more detailed description of the supporting initiatives, activities and activity targets follows.

Flight Plan Performance Target:

actions, as appropriate.

Employee Attitude Survey

Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5 percent by FY 2010. FY06 Target: 3 percent.

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management.

Strategic Activity: EDRC Support

We commit to supporting the Early Dispute Resolution Center. Pending guidance regarding specific requirements, our organization will develop an implementation plan 60 days after receiving guidance. Support may include providing resources to develop, sustain and expand the Early Dispute Resolution Center in order to ensure the success of the initiative.

Targets:

Continue to support the Center's data and analysis mission. Activities and Targets are yet to be established pending further meetings with ACR, and based on availability of resources.

Strategic Initiative: EAS Action Plan

Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

Strategic Activity: AIO EAS Action Plan

Implement EAS action plan to address employee feedback and improve organizational effectiveness, and report progress/results to AHR monthly.

Targets:

Support and participate in corporate

Flight Plan Performance Target:

Cost Control Program

Each FAA organization will contribute at least one measurable and significant cost reduction and/or productivity improvement activity each year, including but not limited to, cost efficiencies in the areas of: strategic sourcing for selected products and services; complete consolidation of facilities and services such as accounting offices, real property management, helpdesks, and Web services; and elimination or reduction of FAA use of obsolete technology by either removing from service or transferring from Federal operation 100 Nav aids. FY06 Target: 100 percent compliance.

Strategic Initiative: Cost Control Program

Implement line of business-specific cost reduction and/or productivity improvement initiatives as well as agency-wide initiatives.

Strategic Activity: Web Server Consolidation

Consolidate web servers.

Targets:

Provide for faa.gov; employees.faa.gov; and an enterprise Web hosting capability at the William J. Hughes Technical Center (WJHTC). Migrate 4 major Web sites to WJHTC by March 31, 2006, 4 additional major Web sites by July 30, 2006, and 2 more major Web sites by September 30, 2006, for a total of 10 major Web sites in

FY 06.

Strategic Activity: IT Performance Measures

Research into best practices in efficient and effective management of IT will be performed in order to identify a set of outcomes and metrics.

Targets:

Activity Target 1: Research and analyze best practices in the Federal and local government and private sector organizations by December 31, 2005.

Activity Target 2: Develop, and obtain approval by CIOC and ITEB, on a common set of metrics for high performance IT by May 15, 2006.

Strategic Activity: Server Consolidation

Assist and participate in ATO-led working group to identify target servers for consolidation, and track migration/shutdown progress.

Targets:

Shut down 250 servers by September 30, 2006.

Strategic Activity: IT Cost Control

Manage IT as a corporate strategic resource subject to the rigors of planning, budgeting and accounting, including establishing IT portfolios, enterprise wide IT asset management, and a set of strategies to increase productivity and reduce costs.

Targets:

Reduce overall non-NAS IT spending by \$11 million through enterprise license agreements, blanket purchase agreements, IT consolidations, and shared services; identify savings for potential reinvestment (while maintaining the

same, or improving, the level of service).

Core Business Function: Expand the Data Management Program

Expand the data management program.

Core Business Activity: Data Standards

Implement data standards in new Exhibit 53 programs.

Targets:

Eighty percent of new Exhibit 53 programs implement the approved standards by August 31, 2006.

Core Business Activity: New Data Standards

Expand the data standardization process to include all agency data.

Targets:

Activity Target 1: Obtain approval for the FAA Data Governance Board charter by December 31, 2005.

Activity Target 2: Support development of the CAST/ICAO CTT "Aircraft Engine" data standards case file approved by NAS Configuration Control Board by July 31, 2006.

Activity Target 3: Implement a COTS data registry tool and retire the existing customized application by April 30, 2006.

Activity Target 4: Establish the Federal Metadata Management Consortium as a Federal CIO Council Working Group by August 31, 2006.

Core Business Activity: Configuration Management

Formalize policy and procedures for configuration of FAA IT systems not currently covered by the NAS Configuration Management Policy and

Procedures.

Targets:

Work with ATO to publish agency policy on configuration management for the Non-NAS IT systems by December 15, 2005.

Flight Plan Performance Target:

Acquisition Cost

By FY 2008, 90 percent of major system acquisition investments are within 10 percent of annual budget and maintain through FY 2010. FY06 Target: 85 percent.

Core Business Function: Improve Acquisition Processes

Continuously improve processes that are critical to the performance of FAA mission, business functions, and acquisition programs.

Core Business Activity: Process Improvement Plan

Maintain and update the FAA-wide process improvement plan published in FY05 and ensure continued alignment with FAA Flight Plan and LOB/SO business plans. Monitor progress implementing process improvement initiatives identified in the FAA-wide Process Improvement Plan.

Targets:

By March 31, 2006, update the FAA Process Improvement Plan and Portfolio of Process Improvement Initiatives based on the FY 2006-2010 Flight Plan and Line of Business/Staff Office Business Plans.

Core Business Activity: Reduce NAS Modernization Acquisition Risk

Provide support in achieving the FY06 plan to remove ATC Modernization from

the GAO High Risk List.

Targets:

Improve processes and capabilities for acquiring software-intensive systems by September 30, 2006. The FAA CIO will provide support in achieving the FY06 plan and milestones for this focus area, as outlined in the FAA paper addressing GAO issues with the ATC Modernization (GAO High Risk List).

Core Business Function: Improve Business Cases for Major IT Systems and Track their Performance

Track and report progress using tools such as Earned Value Management (EVM), and assure that the agency IT investments for major IT systems have sound business cases. In conjunction with ATO Finance, AIO will track the progress of the annual updates of OMB Exhibit 300s to determine if any are at risk of receiving less than passing scores and keep the Executive Council abreast of their progress.

Core Business Activity: Exhibit 300s

Lead OMB Exhibit 300 preparation and scoring; lead OMB Exhibit 53 preparation; support the development of Exhibit 300 business cases for all agency capital programs. 100% of FY 08 Exhibit 300s receive a passing rating by DOT in September 2006, and by OMB in November 2006.

Targets:

Activity Target 1: LOB subject matter experts receive training on Exhibit 300 preparation by April 1, 2006.

Activity Target 2: Training on eCPIC completed by April 29, 2006.

Activity Target 3: First drafts due to Value Management Office for initial scoring by May 4, 2006. Preliminary scores and comments submitted to teams for remediation by May 11, 2006.

Activity Target 4: Drafts reviewed by IT Executive Board are submitted to DOT by June 10, 2006.

Activity Target 5: Final drafts submitted to Value Management Office for final scoring by August 12, 2006.

Activity Target 6: Final Exhibit 300s submitted to DOT by September 2, 2006.

Activity Target 7: Exhibit 300s submitted by DOT to OMB as part of FY08 budget by September 12, 2006.

Core Business Activity: Develop and implement EVM Policy and Processes

Implement full Earned Value Management (EVM) by 2007, as per agency EVM Policy and Guidance, which supports the broader Flight Plan goal to remove NAS Modernization from the GAO High Risk List by 2008, and the AIO/ATO Business Plan goals of achieving 100% passing scores on all Exhibit 300s.

Targets:

Activity Target 1: Put EVM policy and guidance in the FAST AMS toolkit by October 31, 2005.

Activity Target 2: Make changes to the AMS in the areas of system engineering, acquisition, cost estimation, risk management, work

breakdown structure, and other relevant areas to enable full EVM implementation by December 31, 2005.

Activity Target 3: Provide OMB and DOT a list of action plans to bring all major systems assessed in FY05 to full EVM compliance by December 31, 2005.

Activity Target 4: Provide 3 training courses on basic EVM and integrated baseline review to the FAA program teams and their contract support by December 31, 2005.

Activity Target 5: Re-assess all major investments by June 30, 2006 to assess progress against action plans.

Activity Target 6: 95% of all program teams stay on track or exceed their goals by August 31, 2006.

Activity Target 7: 100% of all programs receive an internal (and DOT) score of "3" or higher on the EVM segment of Exhibit 300, and 50% achieve a score of "4" or higher by August 31, 2006.

Flight Plan Performance Target:

Information Security

Achieve zero cyber security events that disable or significantly degrade FAA services. FY06 Target: 0.

Strategic Initiative: Cyber-Security Plan

Improve how we protect FAA's information infrastructure using the agency's cyber-defense android concept,

which is an advanced defense strategy.

Strategic Activity: Cyber-security R&D/Architecture

The agency will establish and manage partnerships with other government agencies (national and international) and/or academia to leverage their cyber-security/IT research and development investments for the benefit of the FAA.

Targets:

Activity Target 1: By September 30, 2006, leverage partnerships with at least three other government agencies or academia to leverage (at least \$20 million) their cyber-security/IT research and development investments for the benefit of the FAA.

Activity Target 2: By September 30, 2006, provide support to ATO-P to generate cyber security views for NGATS Enterprise Architecture.

Strategic Activity: ISS Strategic Plan

Develop and implement an information systems security strategic plan in conjunction with the FAA IT Strategic Plan.

Targets:

Activity Target 1: Develop, document, and exercise the FAA ISS Compliance Program. The program will contain management plans, clear roles and responsibilities, and mechanisms to ensure compliance with policies, procedures, and standards, including monitoring the adequacy of selected security controls, as defined in FIPS 200. Complete a plan for exercising the FAA ISS Compliance Program for FY2006-2008. Develop the Compliance Program Plan and

develop compliance review checklists by March 31, 2006. Complete targeted ISS program reviews for ATO, AVS, and ARP; complete targeted assessments of ARTCCs (15%); and complete targeted assessments of flight service offices (10%) by September 30, 2006.

Activity Target 2: Provide refresher and specialized ISS training for 100 percent of FAA key personnel as identified on October 1, 2005. Provide awareness training to all FAA employees and support contractors, which support the operations and assets of the agency. Complete Annual Training Plan and initiate tracking via the FAA Information Security Business Portal by December 31, 2005. Hold annual IT/ISS conference, and begin to provide ISS training and awareness data to ELMS as required by March 31, 2006. Complete the C&A tool training (AIS-300 lead) by June 30, 2006. Complete the specialized/refresher training, and complete the awareness training to all employees and contractors by September 30, 2006.

Activity Target 3: Develop an enterprise-wide strategy and associated policies for implementing security services for ports of egress and ingress, including the FAA telecommunication infrastructure, public web servers, and internet access points. Publish WAN related ISS enterprise policies and standards by September 30, 2006, including WAN Network Connectivity Security Policy, voice over IP policy and standards, and update of FAA Order 1370.84 (protecting external

Order 1370.84 (protecting external information).

Core Business Function: Enhanced Productivity of FAA's Business Functions

To further enhance the productivity of the FAA's business functions by assuring the confidentiality, integrity, and availability of information and information systems.

Core Business Activity: Certification and Accreditation

Complete certification and accreditation of FAA Information Technology systems.

Targets:

Activity Target 1: Ensure that all operational systems in the information systems inventory complete current certification and accreditation (C&A) or undergo a self assessment if full C&A is not required. Certifications and/or self-assessments to be completed by September 30, 2006.

Activity 2: As agreed to by the LOBs/SOs, remediate targeted high vulnerabilities identified in the DOT Enterprise Security Portal (ESP) as of October 1, 2005 with a completion date of September 30, 2006.

Activity Target 3: During the course of FY 2006, ensure that 33% of the IT systems inventory undergoes initial certification or re-certification with completion by September 30, 2006.

Activity Target 4: Implement a Security Information Management (SIM) solution that will provide the FAA CSIRC greater situational awareness capability through near real time processing of information systems security alerts. Develop a

CSIRC strategic plan for identifying supporting security technology needs by March 31, 2006. Deploy ArcSight agents to all approved IAPs and to the SNORT inventory by June 30, 2006. Deploy ArcSight agents to the eTrust inventory and incorporate targeted firewall data into ArcSight by September 30, 2006.

Activity Target 5: Develop a C&A process that complies with NIST guidelines within six months after FAA ISS Program Order 1370.82a is published. Assess NIST policy gaps by March 31, 2006.

Flight Plan Performance Target:

Mission Critical Positions

By FY 2010, reduce the time it takes to fill mission-critical positions by 25 percent over the FY 2003 baseline.
FY06 Target: 10 percent.

Strategic Initiative: Human Capital Planning

Sustain and improve agency human capital planning and measurement processes.

Strategic Activity: Workforce plan

Evaluate and update current organizational human capital/workforce plan

Targets:

Activity Target 1: Participate in quarterly FAA Human Capital Planning Council.

Activity Target 2: Update the current organizational human capital/workforce plan, by April 30, 2006.

Activity Target 3: Complete self assessment of human capital/organizational workforce plan by December 31, 2005.

Strategic Initiative: Technical Workforce Staffing-Training Plan

Develop a technical workforce staffing and training plan.

Strategic Activity: Support AVSED

Support the Aviation and Space Education (AVSED) Outreach Programs.

Targets:

Work in collaboration with ARC to support the AVSED Outreach Programs. Specific activity targets TBD

Core Business Measure:

Develop IT metrics

Agencywide metrics that track contribution to business value as well as IT unit costs.

Core Business Function: IT as a Strategic Enabler

AIO's core business function is to make information technology a strategic enabler for the FAA--providing secure and efficient capability to store and exchange the agency's critical information.

Core Business Activity: IT Strategic Plan

Update the FY 2006-2008 agency IT strategy to address emergent technologies and align Departmental, agency Line of Business, and Staff Office strategies; and manage all of the above within the framework of an Enterprise Architecture.

Targets:

Develop an AIO business plan that manages all IT activities to support

the IT Strategy and the Flight Plan, as well as bridge the IT Strategy and support the JPDO Strategy and Architecture.

Core Business Activity: IT Certifications

Sponsor agency employees towards suitable IT professional certifications.

Targets:

Activity Target 1: By March 31, 2006, 10 employees receive certifications in Information Assurance, Chief Information Officer or E-Government programs at IRMC, Certified Information Systems Security Professional (CISSP), or other suitable certifications.

Activity Target 2: By September 30, 2006 another 10 employees receive certifications as outlined above.

Core Business Measure:

'Green' on E-Gov

Maintain 'green' on E-Government initiatives in the President's Management Agenda scorecard.

Core Business Function: Develop Enterprise Architecture

Continue to develop the Enterprise Architecture to support IT investment decisions.

Core Business Activity: Capability for Data-Driven Decisions

Establish an IT Asset Management Program and develop the capability for the agency to make data-driven IT decisions.

Targets:

Activity Target 1: Establish an IT Asset Review Process by September 30, 2006.

Activity Target 2: Establish an IT Asset Repository by March 31, 2006.

Activity Target 3: Complete an IPv6 inventory of switches, routers, and firewalls by November 15, 2005.

Core Business Activity: Strengthen CPIC for Non-NAS

Strengthen CPIC.

Targets:

Publish Non-NAS Enterprise Architecture policy by September 30, 2006.

Core Business Activity: All Lines of Business and Staff Offices Represented in the Enterprise Architecture

All Lines of Business and Staff Offices are represented in the Enterprise Architecture with as-is and to-be models and a 3-year transition plan.

Targets:

Activity Target 1: 50 percent of LOB/SOs by March 31, 2006.

Activity Target 2: The remainder of LOB/SOs by September 30, 2006.

Core Business Function: Communicate E-Government Requirements

Ensure E-Government requirements are communicated to the appropriate organizations and are being implemented throughout the agency.

Core Business Activity: Participate in Cross-Agency E-Government Initiatives

Participate in cross-agency E-Government initiatives.

Targets:

Develop E-Government architecture targets for the agency by September 30, 2006.

Core Business Activity: Application Consolidation

Assist Lines of Business and Staff

Offices in application consolidation.

Targets:

Identify redundant content management systems by March 31, 2006.

Core Business Activity: Section 508 Compliance

Implement Section 508 program.

Targets:

Ensure 80% of DOT registered websites are Section 508 compliant, at 2 levels, by September 30, 2006. The FAA participates in DOT quarterly compliance reviews and develops a plan of activities and milestones as required to address any compliance issues identified.

Core Business Activity: Content Management

Establish content management capabilities

Targets:

Establish an agency wide content management system core capability by August 31, 2006.

Core Business Activity: IPv6 Transition Activities

Activities required to transition to IPv6.

Targets:

Activity Target 1: Develop a final IPv6 inventory by June 30, 2006.

Activity Target 2: Develop an IPv6 transition plan by September 30, 2006.